

FILE *Training* 3  
DD/S 71-1295

**SECRET**

12 APR 1971

MEMORANDUM FOR:

SUBJECT: : Support Conference

1. One of the subjects which had unanimous and enthusiastic support in the Monday afternoon sessions with Mr. Coffey was a conference of Support Officers sometime this year. We plan now to have one after Labor Day. This will give us time to put a program together with some care. To insure that the session is as useful as possible we would like to build on your interests.

2. Please let us have your suggestions. What subjects would you like covered? Do you want someone to talk about it or should it be given to one of the working groups we hope to set up? Our tentative plan is to make the major portion of the conference work sessions. We would propose perhaps five teams with membership mixed by grade, age, and assignment. Each would have a subject or task - made known ahead of time so the members would not hit it cold. No final solutions would be expected but some lines for action might be laid out. Whether team topics or talks, the agenda would be made up from your suggestions by a small team of Support Officers.

3. Please let us have your ideas by 15 May 1971. Address responses to  O/DD/S, Room 2E45 Headquarters.

*151*  
Robert S. Wattles  
Assistant Deputy Director  
for Support

**SECRET**

15 April 1971

Director of Personnel

5E-56 Hqs.

*Training 3*

FYI and files.

25X1

*EO-DD/S*  
[Redacted]  
EO-DD/S

7D-24 Hqs.

EO-DD/S:CND:es (15 Apr 71)

Distribution:

Orig - Adse w/cy of DD/S 71-1363

Orig - Director of Security w/cy of DD/S 71-1363

1 - DD/S subject w/cy of DD/S 71-1363

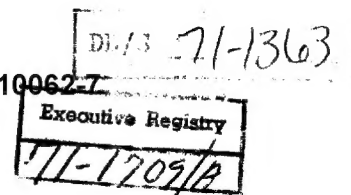
25X1

DD/S 71-1363: Ltr dtd 13 Apr 71 to [Redacted] fm ExDir-Compt, subj:  
invitation for Agency to participate in Naval Reserve Tele-  
communications Censorship Program

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

TRANSMISSION SLIP		DATE
TO:		DDS
ROOM NO.	BUILDING	
REMARKS:		
<i>you may wish to share with D/PERS &amp; D/Security who we consulted on the in-coming</i>		
<div style="border: 1px solid black; height: 30px; width: 100%;"></div>		
<i>Copy of Col. White's letter sent to D/PERS and D/Sec.</i>		
FROM: <i>Ward</i>		
ROOM NO.	BUILDING	EXTENSION

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7



13 APR 1971

Captain J. H. Brick, USN  
Acting Head, Security of Military Information Branch  
Department of the Navy  
Washington, D. C. 20350

Dear Captain Brick:

The Director has asked me to reply to your letter of 2 April inviting the Agency's participation in the Naval Reserve Telecommunications Censorship Program. I regret that we shall be unable to take advantage of this invitation.

As a matter of practice we find it difficult to provide speakers for Reserve programs and do so only on those rare occasions when the topic is directly related to the Agency's work. Nevertheless, thank you for thinking of us.

Sincerely,

/s/ L. K. White

L. K. White  
Executive Director

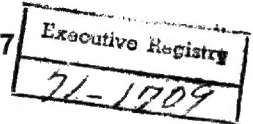
O/ExDir/ ☐ sfc

Distribution:

- O - Addressee
- 1 - DDI
- 1 - DDS
- 1 - DDP
- 1 - ExDir
- 1 - ER



DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
WASHINGTON, D.C. 20350



IN REPLY REFER TO  
OP-942D313/pp  
Ser 10245P942  
2 APR 1971

FOR OFFICIAL USE ONLY

Mr. Richard Helms  
Director, Central Intelligence Agency  
Washington, D. C.

Dear Mr. Helms:

As part of its responsibility to the Office of Emergency Preparedness to plan for National Telecommunications Censorship in the event of a national emergency, the Navy sponsors a Naval Reserve Telecommunications Censorship Program. Units are formed in selected locations in the United States to provide a nucleus of personnel trained to activate telecommunications censorship stations upon mobilization. To further that training, a Naval Reserve Telecommunications Censorship Seminar will be held from June 28 to July 9, 1971, using the facilities of the Naval Academy, Annapolis, Maryland.

Approximately 150 officers and enlisted men are expected to attend, including District Staff Intelligence Officers and some personnel from the National Postal and Travelers Censorship organization. All attendees will have been the subject of a Background Investigation and will be cleared for access to Secret material.

As the source of information regarding enemy collection operations, against which censorship would protect, a presentation by the Central Intelligence Agency would be particularly relevant. The Special Analysis Division of the Office of Emergency Preparedness is also scheduled to give a presentation and will discuss user agency requirements, generally; however, it may also be appropriate for CIA to touch upon its requirements as a user agency for intelligence collected through censorship.

The seminar is being held in the Washington area to give these Reservists the benefit of briefings by the national authorities on the various subjects. It would be appreciated if a speaker were provided by CIA.

On the assumption that CIA will assist in this important seminar, the topic "Enemy Collection Operations" has been

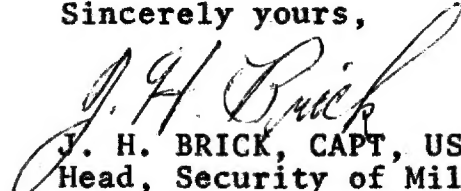
FOR OFFICIAL USE ONLY

OP-942D313/pp  
Ser 10245P942

tentatively scheduled for Tuesday, June 29 from 2:50 to 4:30 p.m. The time and topic title are flexible and can be changed to suit your desires; however, it would be most helpful to know by April 15 whether CIA will participate, the name and title of the speaker, and whether the time and topic title are acceptable.

If you accept this invitation, an official from this office will contact the designated speaker to discuss the presentation.

Sincerely yours,

  
J. H. BRICK, CAPT, USN  
Head, Security of Military  
Information Branch  
Intelligence Division  
Acting

UNCLASSIFIED	CONFIDENTIAL	SECRET
<b>OFFICIAL ROUTING SLIP</b>		
<b>TO</b>	<b>NAME AND ADDRESS</b>	<b>DATE</b>
1	The Executive Director	4-13
2		
3		
4		
5		
6		
<input checked="" type="checkbox"/>	ACTION	<input checked="" type="checkbox"/>
<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>
<input type="checkbox"/>	COMMENT	<input type="checkbox"/>
<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>
<input type="checkbox"/>	DIRECT REPLY	<input type="checkbox"/>
<input type="checkbox"/>	DISPATCH	<input type="checkbox"/>
<input type="checkbox"/>	FILE	<input type="checkbox"/>
<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>
<input type="checkbox"/>	PREPARE REPLY	<input type="checkbox"/>
<input type="checkbox"/>	RECOMMENDATION	<input type="checkbox"/>
<input type="checkbox"/>	RETURN	<input type="checkbox"/>
<input type="checkbox"/>	SIGNATURE	<input type="checkbox"/>
<b>Remarks:</b>		
<b>FOLD HERE TO RETURN TO SENDER</b>		
<b>FROM: NAME, ADDRESS AND PHONE NO.</b>		<b>DATE</b>
UNCLASSIFIED	CONFIDENTIAL	SECRET

STAT

I asked Mr. [redacted] to go to Mr. [redacted] with info that our receive people know nothing & DDS thought we should say "no".  
TRC  
9 April

Would you find out from the Commanding Officer of the Agency Naval Reserve Unit if Captain Brick has been in touch on this subject and if so what it is that they really want the Agency speaker to cover. (On the basis of what I gather from this not too clear letter it would seem that they are looking to us to talk in an area which properly belongs to the FBI.) If possible, please let us know by COB 9 April. 18

**John W. Coffey**

Deputy Director for Support 7D26 HQS x   4/8/71

**Distribution:**

Orig - D/Pers w/xcpy DD/S 7F-1253 (via tube)

1 - DD/S Subject w/xcpy DD/S 71-1253  
1 - DD/S Chrono

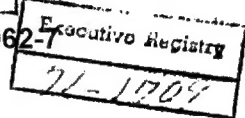


DD/S 71-1253: Ltr dtd 2 Apr 71 for Mr. Richard Helms fr J. H. Brick,  
Capt. USN, requesting an Agency speaker at a Naval  
Reserve Telecommunications Censorship Seminar  
for June 29 at the Naval Academy, Annapolis, Md.



10/15 71-1253  
Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
WASHINGTON, D.C. 20350



IN REPLY REFER TO  
OP-942D313/pp  
Ser 10245P942  
2 APR 1971

FOR OFFICIAL USE ONLY

Mr. Richard Helms  
Director, Central Intelligence Agency  
Washington, D. C.

Dear Mr. Helms:

As part of its responsibility to the Office of Emergency Preparedness to plan for National Telecommunications Censorship in the event of a national emergency, the Navy sponsors a Naval Reserve Telecommunications Censorship Program. Units are formed in selected locations in the United States to provide a nucleus of personnel trained to activate telecommunications censorship stations upon mobilization. To further that training, a Naval Reserve Telecommunications Censorship Seminar will be held from June 28 to July 9, 1971, using the facilities of the Naval Academy, Annapolis, Maryland.

Approximately 150 officers and enlisted men are expected to attend, including District Staff Intelligence Officers and some personnel from the National Postal and Travelers Censorship organization. All attendees will have been the subject of a Background Investigation and will be cleared for access to Secret material.

As the source of information regarding enemy collection operations, against which censorship would protect, a presentation by the Central Intelligence Agency would be particularly relevant. The Special Analysis Division of the Office of Emergency Preparedness is also scheduled to give a presentation and will discuss user agency requirements, generally; however, it may also be appropriate for CIA to touch upon its requirements as a user agency for intelligence collected through censorship.

The seminar is being held in the Washington area to give these Reservists the benefit of briefings by the national authorities on the various subjects. It would be appreciated if a speaker were provided by CIA.

On the assumption that CIA will assist in this important seminar, the topic "Enemy Collection Operations" has been

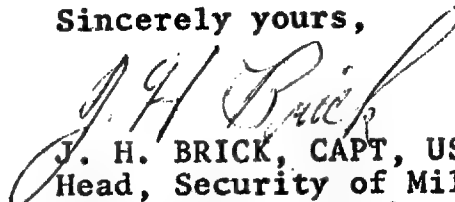
FOR OFFICIAL USE ONLY

OP-942D313/pp  
Ser 10245P942

tentatively scheduled for Tuesday, June 29 from 2:50 to 4:30 p.m. The time and topic title are flexible and can be changed to suit your desires; however, it would be most helpful to know by April 15 whether CIA will participate, the name and title of the speaker, and whether the time and topic title are acceptable.

If you accept this invitation, an official from this office will contact the designated speaker to discuss the presentation.

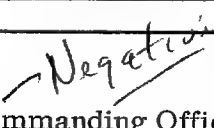
Sincerely yours,

  
J. H. BRICK, CAPT, USN  
Head, Security of Military  
Information Branch  
Intelligence Division  
Acting

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Support		
2			
3			
4			
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
<p>Mr. Coffey:</p> <p>Please review the attached and</p> <p>give me a call.</p> <div style="border: 1px solid black; width: 150px; height: 50px; margin-left: auto; margin-top: 20px;"></div>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
EA/Executive Director		7D59	8 April 71

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

UNCLASSIFIED		CONFIDENTIAL		SECRET	
<b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	Director of Personnel 5E56 HQS		12 APR 1971	HBF	
2	DDS		12 APR 1971	JW	
3					
4	[Redacted] advised as				
5	requested on 9 April.				
6			HBF		
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<b>Remarks:</b> Harry: Would you find out from the Commanding Officer of the Agency Naval Reserve Unit if Captain Brick has been in touch on this subject and if so what it is that they really want the Agency speaker to cover. (On the basis of what I gather from this not too clear letter it would seem that they are looking to us to talk in an area which properly belongs to the FBI.) If possible, please let us know by COB 9 April. <div style="text-align: right;">               John W. Coffey         </div>					
<b>FOLD HERE TO RETURN TO SENDER</b>					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
Deputy Director for Support 7D26 HQS x [Redacted]				4/8/71	
UNCLASSIFIED		CONFIDENTIAL		SECRET	

STAT

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7



Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

FEDERAL EXECUTIVE INSTITUTE  
U.S. CIVIL SERVICE COMMISSION

ROUTE 29 NORTH  
CHARLOTTESVILLE, VIRGINIA 22903

*Training 3*

MAR 29 1971

Mr. Robert S. Wattles  
Assistant Deputy Director for Support  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Bob:

I would like to express my great appreciation for your very thoughtful letter with regard to the problems of cancellations and substitutions in the various sessions of the Federal Executive Institute.

The general attitude expressed in the very considerable number of letters I have received suggests there is real recognition of the problem, though there are obviously many agencies who do not contribute to it. Also, I think there is a general belief that forward planning will help to reduce its severity.

Most writers have cautioned us that we should not, however, be too rigid in our approach. We have got to realize that it is tough to free top level people for eight weeks and situations do change.

I certainly do recognize this, and I think we must be flexible about substitutions. Hopefully this correspondence is a first step in arriving at an answer that will be satisfactory to everyone.

Thanks again for your interest and support.

Sincerely yours,

FRANK P. SHERWOOD  
Director

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

STAT

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7



71-1178

02 APR 1971

Training 3

Mr. Frank P. Sherwood, Director  
Federal Executive Institute  
Route 29 North  
Charlottesville, Virginia 22903

Dear Frank:

I have your letter of 10 March 1971, together with Bob Wattles' reply of 16 March 1971, on the problems you have been experiencing with cancellations and substitutions of nominees.

During fiscal years 1970 and 1971, our Agency encountered some of the same problems. On two occasions we had to make substitutions with candidates who had not been nominated previously, and for one session an approved alternate attended in place of the principal candidate. In each case we were able to notify your Registrar of the change a month before the starting date of the session. Fortunately, at no time have we had to forfeit using a space which had already been purchased.

When our Training Selection Board selects the candidates for the coming fiscal year, we guard against approving a GS-15 alternate for a supergrade principal candidate. Again, on the two occasions when we had to select replacement candidates, the Board did not consider nominations at the lower level. In this way we respected your 20% restriction on GS-15 nominees.

I think your tentative plan for not accepting substitutes within the ten days immediately preceding a scheduled session is fully justified. In isolated cases it may cause the actual forfeiture of a purchased share and the resultant loss of money to an agency or department; however, I think without a doubt it would be an effective deterrent against last-minute substitutions. You may be assured that, in the past, we have emphasized the importance of selected candidates being available during the scheduled time of the session, and we shall continue to do so in the future.

Best wishes for the continued success of your excellent program.

Sincerely,

[Redacted Signature]

HUGH T. CUNNINGHAM  
Director of Training

Distribution:  
Orig - Adse  
1 - ADD/S

STAT

STAT

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

FILE *Training 3*

**Director of Training**

**819 1000 Glebe**

**Hugh -**

**For your action.**

*RSW*  
**Robert S. Wattles**

**Atts**

**DD/S 71-0934 w/71-0929**

**Assistant Deputy Director for Support**

**7D18 Hqs**

**ADD/S:RSW/ms (16 Mar 71)**

**Distribution:**

**Orig RS - Adse, w/Atts**

**1 - DD/S Chrono, w/cy of DD/S 71-0934**

**1 - DD/S Subject, w/cys of Atts**

**DD/S 71-0934: Ltr dtd \_\_\_\_\_ to the  
Director, FEI, fr ADD/S re cancellation/substitution  
of nominees**

DD/S 71-0934

Mr. Frank P. Sherwood, Director  
Federal Executive Institute  
Charlottesville, Virginia 22903

Dear Frank:

I have your letter of 10 March 1971 on the problem of cancellations of nominees. I'm going to pass it to Hugh Cunningham, our Director of Training, who is Chairman of the Training Selection Board. The Board, as you may recall, reviews and approves on behalf of the Agency nominations to senior schools, including FEI. I don't think this cancellation/substitution matter has been much of a problem with us but I'll leave the definitive response to Hugh.

I guess when I saw you a week ago I failed to tell you that I was no longer Director of Personnel, having left that job the first of the year. My Deputy, Harry B. Fisher, has succeeded me. I am happy to say that he feels as I do about the value of training and particularly knows of my enthusiasm for what you've been doing at Charlottesville. I hope that you may meet soon. Although I have left the Personnel job, I will continue to be interested in the FEI, as I am sure you noted in our conversation at the table when you were talking to Brady and Heffelfinger.

Since you didn't put any rigid hold on the task force report on the Institute, I have passed it on to Colonel White for his information. You certainly should be pleased with the support which that report offers.

Sincerely,

*Robert S. Wattles*

ADD/S:RSW/ms (16 Mar 71)

Distribution:

Orig - Adse

1 - DD/S Chrono

1 - DTR, w/cy of Background (DD/S 71-0929)

1 - D/Pers, w/cy of Background

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

1 - RSW Chrono

**Robert S. Wattles**  
**Assistant Deputy Director**  
**for Support**

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED		CONFIDENTIAL	SECRET
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Mr Robert S Wattles		
2			
3			
4			
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks: Bob - You may want to discuss with D/OTR WSP			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Director of Personnel			15 MAR 1971

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7



Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

FEDERAL EXECUTIVE INSTITUTE  
U.S. CIVIL SERVICE COMMISSION

ROUTE 29 NORTH  
CHARLOTTESVILLE, VIRGINIA 22903

MAR 10 1971

Mr. Robert S. Wattles  
Director of Personnel  
Central Intelligence Agency  
Washington, D. C. 20505

*Bob*  
Dear Mr. Wattles:

I want to share a problem with you that we are encountering to an increasing degree. The problem is late nominations, cancellations of nominees and requests for last minute substitution of people at grade GS-15 for cancelled nominees at GS-16 and above.

The cancellation-substitution rate has progressed since last summer as follows:

<u>Session Dates</u>	<u>Cancellation- Substitution Rate</u>
1. July 26 - September 18, 1970	15%
2. October 25 - December 18, 1970	29%
3. January 3 - February 26, 1971	37%
4. March 7 - April 30, 1971	54%

Almost all of these changes occur within the six week period before the start of an eight-week session with over half in the two to three week period before a session.

These cancellations and substitutions cause you problems, they cause problems for the substitute attendee and they cause us problems that somehow or other we should attempt to reduce.

The problems for you, of course, are in trying to find replacement candidates qualified to attend the Institute. Often this results in

- 2 -

efforts to gain acceptance of a GS-15 nominee after our 20% class quota for such people is filled. If we are unable to accept the GS-15 nominee it may mean you lose a space that has already been purchased. You should not plan on filling a cancelled GS-16 or above with a grade GS-15 substitute as it is extremely doubtful that any vacancies exist for those levels in the last few weeks before a session begins. Instead, we urge you to identify fully qualified alternates as set forth in our guide for selecting candidates to the Institute.

The problems for the substituted attendee are in making last minute arrangements at the office and at home, in gaining advance information about the Institute, and in a feeling that he is less needed at work than someone else. These problems are reflected here in the attendees' readiness to engage in this educational activity.

The problems for us are a breakdown in our planned communication with attendees in advance of arrival here, our plans for advance reading by attendees which we believe desirable and difficulties in overcoming negative attitudes displayed by attendees who are substitutes which is often misdirected on us after arrival here.

We know that some cancellations will always occur due to unanticipated office and home emergencies. But, we believe every effort should be made to reduce the occurrence of cancellations and that these should only happen in real emergency circumstances. We know that is not an easy situation for you and only hope you are able to convince your top agency officials of the importance of following through on the planned development of the career executives of their organizations. Any ideas on this problem you have that would be helpful to us please let us know them. Because of the increased frequency of cancellations, we are now thinking about the possibility of not accepting substitutes within the ten-days immediately in advance of a scheduled eight-week session. Please give me your reaction to this idea.

Sincerely yours,



FRANK P. SHERWOOD  
Director

*Good to see you in Charlottesville!*

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7

Approved For Release 2003/05/27 : CIA-RDP84-00780R004300110062-7